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ABSTRACT

This report includes comprehensive goal, objective, indicator, and use statement data; analysis of indicators; conclusions; and recommendations. In spring 1994, Florida's Pensacola Junior College (PJC) undertook the second assessment of institutional effectiveness using an assessment plan developed between 1990 and 1993. Outcomes were examined for the 1993-94 academic year with respect to the 51 goals, 147 objectives, and 147 indicators of effectiveness identified by the assessment plan in 16 functional areas. Area supervisors were requested to report on at least one objective and one indicator, although many selected more than one. Results of the process included the following: (1) a total of 154 indicator reports were received from the supervisors for 1993-94; (2) based on these reports, 86.4% (n=133) of the indicators were fully achieved in terms of levels of performance designated in the assessment plan; and (3) indicators that were not met included achieving the correct placement of 90% of first-time-in-college students, implementing computerized placement tests, and maintaining course syllabi on file. As a result of the process, it was recommended that the assessment be continued in 1994-95 and simplified to reduce the number of indicators; that the total number of indicator reports generated be increased; and that more product-oriented, as opposed to process-oriented, indicators be developed. Data tables are appended. (HAA)

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ED 409 029

PENSACOLA JUNIOR COLLEGE
INSTITUTIONAL EFFECTIVENESS
PROGRESS REPORT
1994

♦ ♦ ♦ ♦ ♦

(1993-1994 Academic Year)

(Progress - to - Date)

With

Comprehensive Goal, Objective, Indicator, and Use Statements Data;
Analysis of Indicators, Conclusions and Recommendations.

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Introduction: In an on-going effort to improve College operations and to improve the documentation of institutional effectiveness, a plan of assessment was developed in 1990-1993. In the spring of 1993, an initial run of the Pensacola Junior College Institutional Effectiveness Plan was undertaken for at least a single indicator and objective for each goal in the plan. In the spring of 1994, the second institutional effectiveness assessment was made according to this plan. Following are the results of the second institutional effectiveness assessment. It must be noted that this effort is not a final product, only the second step of an evolving process.

Index:

Executive Summary ..... page 2

Analysis ..... page 3

Conclusions ..... page 4

Recommendations ..... page 4

Comprehensive Goal, Objective, Indicator and Use Statements, TABLE I ..... page 5

Analysis of Institutional Effectiveness Indicators, TABLE II ..... page 13

Master List of Product Output Indicators, TABLE III ..... page 14

List of Unreported Indicators Through 1993-1994, TABLE IV ..... page 17

A Word of Caution: These indicators are intended to be data for affirmation of the mission of the college and for continued improvement of the institution. The success of the process requires a non-threatening environment in which the aggressive pursuit of evaluative data, both positive and negative, is encouraged. Consequently the achievement or non-achievement of a given indicator standard, while extremely important to the operational unit, is not as important to this purpose as is the fact that the college has examined that facet of the college's productivity, has generated discrete information concerning it, and has proceeded to act on that information for the improvement of the college.

EXECUTIVE SUMMARY

The second institutional effectiveness assessment was undertaken by the Office of Institutional Research and Effectiveness in the spring of 1994, for the 1993-1994 academic year. This used the plan developed by the Institution Effectiveness Taskforce between 1990 and 1993, which consisted of sixteen functional areas, 51 goals, 147 objectives and 147 possible indicators. For the second run, area supervisors were requested to select one objective and one indicator for each of the goals, although some selected more. Reports on performance indicators for these objectives were received through August 1, 1994. A follow-up process was made through October 10. The process was successfully competed this year for the second time.

Findings:

(1) A total of 154 indicator reports were received for 1993-1994 (some indicator standards were used by more than one unit.)

(2) Of these, 133 or 86.4% were fully met in terms of designated levels of performance.

(3) Twenty-one did not meet the specified standards.

(4) Data from these assessments were used to a high degree (98.7%).

Conclusions:

The central mission of the college is affirmed by the results of this assessment, unit-by-unit across the college.

Recommendations:

(1) The process must be continued in 1994-1995.

(2) Continued simplification of the process is in order; especially with the reduction of the number of indicators.

(3) Each institutional unit should strive to focus more of its institutional effectiveness efforts upon indicators that show basic college productivity respective of its mission, rather than process activity measures. Although processes of the college are important they represent means toward ends rather than outcome productivity.

ANALYSIS

1. It is given under the current plan that each functional area (n=16) can have multiple goals (n=51), which in turn may have multiple objectives (n=147) and multiple indicators (n=253). In addition there is the potential for multiple reports based on individual indicators. However in 1993-1994 assessment, there was to be an indicator reported for each goal; that is a minimum 51 indicator responses. There were in fact 90 individual indicators actually selected to be reported. Some received multiple responses for the same objective, some were single responses for a total of 154 indicator reports in all. Thus the indicator reporting rate was 35.6% for 1993-1994 (that is the percentage of individual standards reported at least one time. A survey of these reports is presented in TABLE I.

2. TABLE II gives detailed information on these data. Of the 154 total indicator standard reports received, 133 or 86.4% of the prescribed standards were met or exceeded. Of all the reports received, the reporters stated in 152 or 98.2% of these instances that the report data (whether the standard was achieved or not) was used by the reporting unit for its improvement. While the majority of data dealt with "process" indicators, 14 or 9.1% were output or product indicators (of which 10 or 71.4% were fully achieved).

3. TABLE III displays current "output" or mission productivity indicators. The output indicators address mission end products rather than the processes that help produce these outputs.

4. TABLE IV displays indicators that have yet to be examined either in 1992-1993 or 1993-1994, but which must be assessed at least once during the five-year cycle of evaluation.

CONCLUSIONS

It is important to recognize that this evaluation process is intended to assess the assessment process itself as well as to assess college performance this year.

1. Overall indicator response suggests that PJC units are meeting or exceeding prescribed performance levels for the objectives assessed; and as a result, are meeting college mission goals.

2. The pilot trial run using the current procedures for data collection was a good one. This second run was adequate. The level of cooperation by the participating reporters was excellent. The reporting system and paper trail worked well and had a minimal impact on college resources.

3. Too many indicators were found to be process rather than product oriented. More product outcome measures are needed.

4. An overreliance on satisfaction surveys was noted. There should be a curtailment of survey-based indicators and more emphasis placed on outcome measures of a quantitative nature.

5. Subtle changes in some objectives and indicators continued to be made in the course of the process. This resulted in some indicator objectives having evolved into objectives more appropriate to unit operational plans or institution strategic plan objectives.

6. Little opposition to the process trial run and this second run was noted, though lack of full understanding of the process or its purpose was frequently encountered. (Some division of opinion seems to exist between those who see the process as a mirror of SACS Criteria and those who envision it as a test of college mission compliance.) Some see the process as an added burden. Others confuse it with Strategic Planning and the SACS reaffirmation processes.

RECOMMENDATIONS

That:

1. The process be continued, simplified and refined.

2. College leadership reaffirm the importance of the process.

3. In 1995-1996, the total number of indicator reports must be increased, with special emphasis on these indicators that relate to outcome productivity measures rather than measures of internal processes (see TABLE III & TABLE IV).

4. Individual reporting units continue to utilize the results of these assessments for continuous improvement.

5. Continued efforts must be made to educate PJC personnel on the institutional effectiveness process.

TABLE I.

SUMMARY TABULATION OF PJC INSTITUTIONAL EFFECTIVENESS INDICATORS (a)
1993-1994
(YEAR II.)

Following is the enumeration and status of all institutional effectiveness indicators reported for the 1993-1994 academic year. The full report with supporting documentation for each is presented in APPENDIX A. [Column #1 displays indicator Functional Area, #2 is the cumulative indicator count for this year, #3 is the Functional Area, Goal, Objective and Indicator Criteria citations, #4 the Strategic Plan Goal (s) cited, #5 the abbreviated Indicator standard, #6 the actual data for 1993-1994, #7 the achievement or not of the standard, #8 commentary, & #9 whether or not these data were used by the reporting unit] PJC mission output measures (at #5) are highlighted.

TABLE I.								
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1993-1994:	Was Standard Achieved?	Commentary:	Was Data Used?
ADMISSIONS:	1.	I A 2 c.	1 & 4	50% of students using new registration processes will approve	N/A	No	Evaluations not yet completed	Yes
	2.	I D 2 a.	1	70% of developmental students will positively rate program services	97.4%	Yes	Standard is exceeded	Yes
	3.	I E 1 a.	1 & 7	90% correct placement testing of FTIC students	86%	No	Changes to be made to achievement std.	Yes
	4.	I C 2 b.	1 & 7	80% FTIC use of computerized placement tests	N/A	No	Computer version of test availability 9/94	Yes
COMPLETION REQUIREMENTS	5.	II A 2 a.	3	100% of sample show graduates meet state requirements	100%	Yes	All graduates checked by computer	No
	6.	II B 1 a.	1	76% of students pass CLAST	56%	No	CLAST improvement plan implemented	Yes
	7.	II B 1 b.	1	PJC CLAST, TABE tests exceed state averages by 4%	+2%	No	CLAST committee will examine issue	Yes
CURRICULUM	8.	III B 1 a.	1	70% placement of all vocational grads; 75% of programs will pass at 80%	70% & 89.5%	Yes	Placement data reviewed	Yes
	9.	III B 1 e.	1	70% of admissions to limited admission prog. will grad.	6 yes, 8 no	No	75.7% average for all programs	Yes
COMMUNITY PROGRAMS	10.	IV B 1 b.	4	ABE classes will be established on demand	8 classes	Yes	These are in addition to routine classes	Yes
	11.	IV C 2 a.	3	50% completion for correspondence & telecourses	31% & 36%	No	General evaluation underway	Yes
FACULTY	12.	V A 1 b.	8	All faculty transcripts filed as received in personnel	48 of 50	No	A sample of 50 faculty files	Yes
	13.	V B 2 a.	8	Participation of faculty in committees does not decrease	-4.8%	No	Review underway	Yes

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TABLE I.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1993-1994:	Was Standard Achieved?	Commentary:	Was Data Used?
Lib. Arts, Milton	14.	V.B.3.a.	7	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluation used by dept. heads	Yes
Nat. Sci. Milton	15.	V.B.3.a.	3	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluation used by dept. heads	Yes
Bus., Pen.	16.	V.B.3.a.	3	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Sec. Ed., Pen.	17.	V.B.3.a.	3	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Beh. Sci. Pen.	18.	V.B.3.a.	3	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Eng., Pen.	19.	V.B.3.a.	3 & 7	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Hist., Pen.	20.	V.B.3.a.	8 & 7	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Hlth. Pen.	21.	V.B.3.a.	7	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Mus. Pen.	22.	V.B.3.a.	3	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
V. Arts, Pen.	23.	V.B.3.a.	3	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Adv. Tech., Pen.	24.	V.B.3.a.	3	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Bus., Pen.	25.	V.B.3.a.	3	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Cosm., Pen.	26.	V.B.3.a.	3	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Comp. Sci., Pen.	27.	V.B.3.a.	3	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Math., Pen.	28.	V.B.3.a.	7	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Phy., Sci., Pen.	29.	V.B.3.a.	3	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Pub. Sev., Pen.	30.	V.B.3.a.	3	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
App. Hlth., Warr.	31.	V.B.3.a.	1	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Bus., Warr.	32.	V.B.3.a.	1,3,7	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Arts & S., Warr.	33.	V.B.3.a.	7	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
Nur., Warr.	34.	V.B.3.a.	7	Departmental annual evaluation of all faculty	All	Yes	Fac. evaluations used by dept. heads	Yes
	35.	V.C.1.b.	8	PJC faculty salary increases no less than C.O.L. increase	+6.2% v. +3.5%	Yes	Per 1993-1994 Budget	Yes
	36.	V.C.4.a.	8	25% of SPD and related funds for instructional experimentation	$7,724.50 Spent (>25%)	No	Review underway for improvement	Yes

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TABLE I.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1993-1994:	Was Standard Achieved?	Commentary:	Was Data Used?
LEARNING RESOURCES	37.	VI.A.3.a.	3 & 10	70% of faculty positively evaluate interlibrary loans	91%	Yes	67.6% survey return	Yes
	38.	VI.C.1.a.	7 & 9	70% positive evaluation by community users	97%, 100% & 100%	Yes	Pen., Warr., & Milt. Campuses	Yes
*COMPUTER RESOURCES	39.	VIII.A.1.a.	1 & 6	Computer use change will equal or exceed change in computers	+5%	Yes	Data use for improvement	Yes
	40.	VIII.A.2.a.	1 & 6	70% positive rating for computer system users	84%	Yes	Data use for improvement	Yes
	41.	VIII.B.1.a.	1 & 6	Computer user requests acted on in one year	92.2%	Yes	Data use for improvement	Yes
	42.	VIII.B.1.b.	1 & 6	70% positive software user satisfaction	76%	Yes	Data use for improvement	Yes
	43.	VIII.B.2.a.	1 & 6	70% positive view of software priority list by users	77%	Yes	Data use for improvement	Yes
	44.	VIII.B.3.a.	1 & 6	70% positive view of technology level by users	78%	Yes	Data use for improvement	Yes
	45.	VIII.B.4.a.	1 & 6	70% satisfaction of training & information	60%	No	Corrections under review	Yes
	46.	VIII.C.2.a.	1 & 6	70% satisfaction with microcomputer training	80%	Yes	Percent satisfaction	Yes
	47.	VIII.C.3.a.	1 & 6	Maintenance request honored within one month	80%	Yes	Percent satisfaction	Yes
	48.	VIII.C.4.a.	1 & 6	70%n satisfaction with Administration Comp. Lab.	80%	Yes	Percent satisfaction	Yes
	49.	VIII.D.1.a.	1 & 6	Telecom. Plan recommendations followed	All done	Yes	Percent satisfaction	Yes
	50.	VIII.D.3.a.	1 & 6	90% telephone directory correctness	90-95%	Yes	Percent satisfaction	Yes
	51.	VIII.D.4.a.	1 & 6	70% telephone user satisfaction	80%	Yes	Percent satisfaction	Yes
	52.	VIII.D.5.a.	1 & 6	Training within one month for new telephone request	At instal.	Yes	Percent satisfaction	Yes
ORGANIZATION & ADMINISTRATION	53.	IX.A.1.a.	7	The organizational chart updated and distributed	Done	Yes	Percent satisfaction	Yes
	54.	IX.A.1.b.	7	The annual personnel list published (Catalog)	Done	Yes	Percent satisfaction	Yes
	55.	IX.A.2.a.	7	Job descriptions current	Done	Yes	Percent satisfaction	Yes
	56.	IX.A.4.a.	7	Policy & Procedures Manual maintained at all sites	Done	Yes	Percent satisfaction	Yes
	57.	IX.A.4.b.	7	Employee Handbook distributed to all employees	Done	Yes	Percent satisfaction	Yes

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TABLE I.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1993-1994:	Was Standard Achieved?	Commentary:	Was Data Used?
	58.	IX.B.1.a.	7	Transfer minutes and records kept	Done	Yes	Percent satisfaction	Yes
	59.	IX.B.1.c.	7	All Trustees receive Policies and Procedures Manual	100%	Yes	Percent satisfaction	Yes
	60.	IX.B.2.a.	7	90% of Trustees positive about financial information	100%	Yes	Percent satisfaction	Yes
* No category VII, Instructional Support reported this year.								
FINANCIAL RESOURCES	61.	X.A.1.a.	7	Review business & financial organization	Done	Yes	Percent satisfaction	Yes
	62.	X.A.2.a.	7	70% positive view of budget process by dept. heads	92.4%	Yes	Percent satisfaction	Yes
	63.	X.A.3.a.	2 & 7	Chart of Accounts in compliance w. CUBA, etc.	Done	Yes	Percent satisfaction	Yes
	64.	X.B.1.a.	2	Investment rates not less than market rate	Yes	Yes	Percent satisfaction	Yes
	65.	X.B.2.a.	7	75% of sample paid vouchers took discounts	100%	Yes	Percent satisfaction	Yes
	66.	X.B.3.a.	2	Random sample of purchase order show savings	21.7%	Yes	Percent satisfaction	Yes
	67.	X.B.4.a.	2	Random sample of accounts receivable billing data favorable	Yes	Yes	Percent satisfaction	Yes
	68.	X.B.5.a.	2	Central Stores auto system reorders properly	Yes	Yes	Percent satisfaction	Yes
	69.	X.B.6.a.	2	100% accuracy on random check of enrollment reports	100%	Yes	Percent satisfaction	Yes
	70.	X.B.6.b.	2	Registration & FA enrollment reports reconcile	Yes	Yes	Percent satisfaction	Yes
	71.	X.B.7.a.	2	Non-registration fees are no less than average	Yes	Yes	Percent satisfaction	Yes
	72.	X.B.8.a.	2	90% of delinquent accounts have one month execution	Yes	Yes	Percent satisfaction	Yes
	73.	X.B.9.a.	2	Refund policy is implemented	Yes	Yes	Percent satisfaction	Yes
PHYSICAL RESOURCES	74.	XI.C.1.a.	7	Transportation eq. is no more than 7 yrs old & less that 100,000 miles	8.5 years & 50,652 mi.	No	Projected replacement plan	Yes
	75.	XI.C.2.a.	7	70% satisfaction with maintenance services	70+%	Yes	Maintenance Plan use	Yes
	76.	XI.D.1.a.	7	To report one safety discrepancy per building (50)	125	No	Corrective action taken	Yes
GRANTS	77.	XII.A.1.a.	2	70% positive rating of grant services	84%	Yes	Data use for improvement	Yes
INSTRUCTION, NAS	78.	XIII.A.2.a.	3	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
L. Arts, Milton	79.	XIII.A.2.a.	3	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes

TABLE I.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1993-1994:	Was Standard Achieved?	Commentary:	Was Data Used?
N. Sci., Milton	80.	XIII.A.2.a.	3	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
Bus., Pen.	81.	XIII.A.2.a.	3	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
Sec.Ed., Pen.	82.	XIII.A.2.a.	1,3,8	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
Beh.S., Pen.	83.	XIII.A.2.a.	3	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
Eng., Pen.	84.	XIII.A.2.a.	3	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
Hist., Pen.	85.	XIII.A.2.a.	7	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
Hlth., Pen.	86.	XIII.A.2.a.	1	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
Mus., Pen.	87.	XIII.A.2.a.	1,3,4	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
V.Arts, Pen.	88.	XIII.A.2.a.	7	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
Cosm., Pen.	89.	XIII.A.2.a.	3	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
Bio., Pen.	90.	XIII.A.2.a.	3	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
Comp. S., Pen.	91.	XIII.A.2.a.	3	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
Cosm., Pen.	92.	XIII.A.2.a.	3	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
Math., Pen.	93.	XIII.A.2.a.	1	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
Phy.S., Pen.	94.	XIII.A.2.a.	3	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
P.S.Car., Pen.	95.	XIII.A.2.a.	3	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
App.Hlth., Warr.	96.	XIII.A.2.a.	1	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
Bus., Warr.	97.	XIII.A.2.a.	1	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
L.A.&Sci., Warr.	98.	XIII.A.2.a.	1	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
Nurse, Warr.	99.	XIII.A.2.a.	3	The Department will maintain course syllabi for all courses	Done	Yes	Data use for improvement	Yes
College	100.	XIII.A.2.a.	3	Syllabi in course outlines on file	40%	No	Only 40% of Syl. submitted to V.P.	Yes
Lib.A.,Milton	101.	XIII.A.2.b.	7	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
Nat.S., Milton	102.	XIII.A.2.b.	3	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
Beh. S., Pen.	103.	XIII.A.2.b.	3	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes

TABLE I.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1993-1994:	Was Standard Achieved?	Commentary:	Was Data Used?
Eng., Pen.	104.	XIII.A.2.b.	7	Departmental assurances of syllabi to each student				
Bus., Pen.	105.	XIII.A.2.b.	3	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
Sec. Ed., Pen.	106.	XIII.A.2.b.	1,3,8	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
Hist., Pen.	107.	XIII.A.2.b.	7	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
Hlth., Pen.	108.	XIII.A.2.b.	1	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
Mus., Pen.	109.	XIII.A.2.b.	1,3,4	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
V.Arts, Pen.	110.	XIII.A.2.b.	7	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
Adv. Tech., Pen.	111.	XIII.A.2.b.	3	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
Bio., Pen.	112.	XIII.A.2.b.	3	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
Comp. Sci., Pen.	113.	XIII.A.2.b.	3	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
Cosm., Pen.	114.	XIII.A.2.b.	3	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
Math., Pen.	115.	XIII.A.2.b.	1	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
P. Sci., Pen.	116.	XIII.A.2.b.	3	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
Pub. S.C., Pen.	117.	XIII.A.2.b.	3	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
App.Hlth.,Warr.	118.	XIII.A.2.b.	1	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
Bus., Warr.	119.	XIII.A.2.b.	1	Departmental assurances of syllabi to each student	Done	Yes	Students will be contacted	Yes
L. Arts & S., Warr.	120.	XIII.A.2.b.	1	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
Nurse, Warr.	121.	XIII.A.2.b.	3	Departmental assurances of syllabi to each student	Done	Yes	Maintenance of syllabi distribution	Yes
	122.	XIII.B.1.b.	1	70% of students believe course grade evaluations appropriate	70+%	Yes	Review in progress	Yes
	123.	XIII.B.2.b.	1	70% of students believe grading practices are fair.	70+%	Yes	Review in progress	Yes
	124.	XIII.C.2.a.	1	PJC AA&AS graduation rates to be no less than State average	AA 35.05% AS 38.21%	Yes	State means: AA36.84%, AS 28.91%	No
INSTITUTIONAL ADVANCEMENT	125.	XIV.A.1.a.	4	Funding & Staffing will be provided on alumni progress	None	No	Funds are being sought	Yes
	126.	XIV.B.1.a.	4	Establish publication needs	Done	Yes	Funds are being sought	Yes

TABLE I.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1993-1994:	Was Standard Achieved?	Commentary:	Was Data Used?
	127.	XIV.C.1.a.	4	Provide a professional development effort	Done	Yes	Funds are being sought	Yes
	128.	XIV.C.2.c.	4	Seek equipment funds ($5000)	$9,000	Yes	Funds are being sought	Yes
	129.	XIV.C.3.a.	4	Plan endowed chairs	Incomplete	No	Committee continues to meet	No
INSTITUTIONAL RESEARCH	130.	XV.A.1.a.	7	70% positive perception of institutional research	Yes	Yes	100%, Timeliness, Utility, Clarity, 78% Acc	Yes
	131.	XV.A.4.a.	7	An Institutional Effectiveness assessment process will be provided	Done	Yes	Continue to implement	Yes
STUDENT DEVELOPMENT SERVICES	132.	XVI.A.1.a.	9	80% of students surveyed are satisfied with the student services program	82%	Yes	Continue to implement	Yes
	133.	XVI.A.2.a.	9	All college study committees will have student meetings	Yes	Yes	Continue to implement	Yes
	134.	XVI.A.2.b.	9	Student involved in student activities budget making	Yes	Yes	Continue to implement	Yes
	135.	XVI.A.3.a.	9	Each student activity has a faculty advisor	Yes	Yes	Continue to implement	Yes
	136.	XVI.A.3.b.	9	80% of student activities users perceive sufficient monitoring	93%	Yes	Continue to implement	Yes
	137.	XVI.B.1.a.	9	The Catalog will be reviewed annually for student policy	Done	Yes	Continue to implement	Yes
	138.	XVI.B.1.b.	9	80% of students know their rights & responsibilities	76%	No	Orientation efforts planned	Yes
At Pensacola	139.	XVI.C.3.a.	1 & 3	100% of counselors hold advanced degrees & receive training	100%	Yes	Continue to implement	Yes
At Warrington	140.	XVI.C.3.a.	9	100% of counselors hold advanced degree & receive training	100%	Yes	Continue to implement	Yes
At Warrington	141.	XVI.C.3.b.	9	100% of Counselors participate in prof. development	100%	Yes	All offered, One declined	Yes
At Warrington	142.	XVI.C.3.c.	9	75% of students express satisfaction with counseling	90-95%	Yes	Continue to monitor	Yes
	143.	XVI.D.1.c.	9	Drug influence policy implemented	Incomplete	No	Continue development	Yes
	144	XVI.D.2.a.	9	15% decrease in accidents	Incomplete	No	Continue development	Yes
	145.	XVI.D.2.b.	9	95% of employees know how to deal with emergencies	Incomplete	No	Continue development	Yes
	146.	XVI.D.3.c.	9	80% of students know how to report crimes	Incomplete	No	Continue development	Yes
	147.	XVI.D.3.d.	9	40% decrease in automobile break-ins	Incomplete	No	Continue development	Yes

TABLE I.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1993-1994:	Was Standard Achieved?	Commentary:	Was Data Used?
	148.	XVI.F.1.a.	9	75% student satisfaction with intermural athletics	85 to 100%	Yes	Continue development	Yes
	149.	XVI.F.2.c.	9	100% of intramural staff are trained	100%	Yes	Continue monitoring	Yes
	150.	XVI.G.1.c.	9	100% of financial aid information will have annual update	100%	Yes	Continue monitoring	Yes
	151.	XVI.G.3.a.	9	Less than $^{1}/_{10}$% adverse financial aid audit findings	None	Yes	Continue monitoring	Yes
	152.	XVI.H.1.a.	9	70% of student athletes will graduate & transfer	75%	Yes	Continue monitoring	Yes
	153.	XVI.I.1.a.	7	80% students express satisfaction with health screening	100%	Yes	Continue monitoring	Yes
	154.	XVI.I.2.a.	7	70% of students are satisfied with student information services	100%	Yes	Continue monitoring	Yes

(a) Source: PJC Institutional Effectiveness Assessment Report Forms received 1994, from PJC academic, student service and support units. (Full reports are reproduced in APPENDIX A.)

TABLE II.

ANALYSIS OF REPORTED INSTITUTIONAL EFFECTIVENESS INDICATORS (a)
1993-1994
(YEAR II.)

TOTAL INDICATOR REPORTS RECEIVED		154	100.0%
PRODUCTIVITY INDICATORS REPORT RECEIVED		14	9.1%
PRODUCTIVITY INDICATORS REPORTS ACHIEVED	71.4%	10	6.5%
PROCESS INDICATOR REPORTS RECEIVED		140	90.9%
PROCESS INDICATORS ACHIEVED	87.9%	123	79.9%
ALL INDICATORS ACHIEVED		133	86.4%
ALL INDICATORS DATA USED		152	98.7%

(a) Source: Tabulated from TABLE I. data.

TABLE III

MASTER LIST OF PRODUCT OUTPUT INDICATORS

These are the indicators that exist as of 11-22-94 that measure PJC mission productivity. An asterisk (*) indicates which of these were assessed in the 1993-1994 process.

ADMISSIONS I.

I.B.1.a.	I.B.3.b.
I.B.2.a.	I.B.4.a.
I.B.3.a.	I.C.1.a.

COMPLETION REQUIREMENTS II.

* II.A.2.a.	II.B.2.a.
* II.B.1.a.	
* II.B.1.b.	

CURRICULUM III.

III.A.1.a.	III.A.2.a.	* III.B.1.a.	* III.B.1.e.
III.A.1.b.	III.A.2.b.	III.B.1.b.	III.B.2.a.
III.A.1.c.	III.A.2.d.	III.B.1.c.	III.B.2.b.
III.A.1.e.	III.A.2.e.	III.B.1.d.	III.B.2.d.
			III.B.2.e

COMMUNITY PROGRAMS IV.

IV.A.1.a.	IV.A.3.c.	IV.B.3.a.	* IV.C.2.a.
IV.A.2.a.	IV.A.3.d.	IV.B.3.b.	IV.C.3.a.
IV.A.2.b.	IV.A.3.e.	IV.B.3.c.	IV.C.4.a.
IV.A.2.c.	IV.B.1.a.	IV.B.3.d.	IV.C.4.b.
IV.A.3.a.	* IV.B.1.b.	IV.B.3.e.	IV.D.1.a.
IV.A.3.b.	IV.B.2.a.	IV.C.1.a.	IV.D.1.b.

FACULTY V.

None.

LEARNING RESOURCES VI.

VI.A.5.c.

VI.B.2.a.

* VI.C.1.a.

INSTRUCTIONAL SUPPORT VII.

VII.A.1.a. VII.B.1.a.

VII.A.1.b. VII.B.1.b.

COMPUTER SERVICES VIII.

None.

ORGANIZATION & ADMINISTRATION IX.

IX.A.5.a.

FINANCIAL RESOURCES X.

None.

PHYSICAL RESOURCES XI.

None.

GRANTS XII.

XII.B.1.a.

INSTRUCTION XIII.

XIII.A.4.a.	XIII.A.5.b.	* XIII.C.2.a.	XIII.C.2.d.
XIII.A.4.b.	XIII.A.7.a.	XIII.C.2.b.	XIII.C.3.a.
XIII.A.4.c.	XIII.B.1.c.	XIII.C.2.a.	XIII.C.3.b.
			XIII.C.4.a.
			XIII.C.4.b.

INSTITUTIONAL ADVANCEMENT XIV.

None.

INSTITUTIONAL RESEARCH XV.

None.

STUDENT DEVELOPMENT SERVICES XVI.

* XVI.A.1.a.	XVI.C.4.c.	XVI.F.1.a.	XVI.G.1.b.
* XVI.C.3.c.	XVI.C.5.a.	XVI.F.1.b.	* XVI.H.1.a.
XVI.C.4.a.	XVI.C.5.b.	XVI.F.1.c.	XVI.H.3.a.
	XVI.F.1.c.	XVI.H.3.a.	* XVI.I.1.a.
			* XVI.I.2.a.

TABLE IV.
LIST OF UNREPORTED INDICATORS THROUGH 1993-1994

New I.A.1.a.	III.A.2.b.	IV.C.4.b.	XII.B.2.a.	XIII.C.4.b.	XVI.F.2.a.
New I.A.1.b.	III.A.2.c.	IV.D.1.a.	XIII.A.1.a.	XIV.C.2.a.	XVI.F.2.b.
New I.A.1.c.	III.A.2.d.	IV.D.1.b.	XIII.A.1.b.	XIX.C.3.b.	XVI.G.1.a.
New I.A.1.d.	III.A.2.e.	IV.D.2.a.	XIII.A.1.c.	XIV.C.4.a.	XVI.G.1.b.
New I.A.2.a.	III.B.1.c.	IV.D.3.a.	XIII.A.3.a.	XV.A.2.a.	XVI.G.2.a.
New I.A.2.b.	III.B.1.d.	IV.D.3.b.	XIII.A.3.b.	XV.A.2.b.	XVI.H.3.a.
New I.A.3.a.	III.B.2.a.	V.A.1.a.	XIII.A.4.a.	XV.A.3.a.	
New I.A.3.b.	III.B.2.b.	V.A.3.a.	XIII.A.4.b.	XV.A.5.b.	
New I.C.1.a.	III.B.2.c.	V.B.1.a. (1)	XIII.A.4.c.	XVI.C.1.a.	
New I.E.2.a.	III.B.2.d.	V.B.1.a. (2)	XIII.A.5.a.	XVI.C.1.b.	
New IV.B.1.b.	III.B.2.e.	V.B.1.a. (3)	XIII.A.5.b.	XVI.C.2.a.	
New XVI.H.2.b.	IV.A.2.a.	V.C.1.a.	XIII.A.6.a.	XVI.C.4.a.	
New XVI.B.2.b.	IV.A.2.b.	V.C.1.c.	XIII.A.6.b.	XVI.C.4.b.	
I.B.1.a.	IV.A.2.c.	V.C.1.d.	XIII.A.7.a.	XVI.C.4.c.	
I.B.2.a.	IV.A.3.a.	V.C.1.e.	XIII.A.7.b.	XVI.C.5.a.	
I.B.3.a.	IV.A.3.b.	V.C.2.a.	XIII.A.7.c.	XVI.C.5.b.	
I.B.3.b.	IV.A.3.c.	V.C.4.a.	XIII.B.1.c.	XVI.C.6.a.	
I.B.4.a.	IV.A.3.d.	VI.A.5.a.	XIII.B.2.a.	XVI.D.1.a.	
I.C.1.b.	IV.A.3.e.	VI.B.3.a.	XIII.B.2.c.	XVI.D.1.b.	
I.C.2.a.	IV.B.1.a.	VII.A.1.a.	XIII.C.1.b.	XVI.D.3.a.	
I.D.1.b.	IV.B.3.a.	VII.B.1.a.	XIII.C.1.c.	XVI.E.1.b.	
II.A.1.a.	IV.B.3.b.	VII.B.1.b.	XIII.C.2.a.	XVI.E.2.a.	
II.B.2.a.	IV.B.3.c.	VIII.D.2.a.	XIII.C.2.b.	XVI.E.2.b.	
III.A.1.b.	IV.B.3.d.	IX.A.3.a.	XIII.C.2.c.	XVI.E.3.a.	
III.A.1.c.	IV.B.3.e.	IX.A.5.a.	XIII.C.2.d.	XVI.E.3.b.	
III.A.1.d.	IV.C.1.a.	XI.B.1.a.	XIII.C.3.a.	XVI.E.3.c.	
III.A.1.e.	IV.C.3.a.	XI.C.3.a.	XIII.C.3.b.	XVI.F.1.b.	
III.A.2.a.	IV.C.4.a.	XII.A.2.c.	XIII.C.4.a.	XVI.F.1.c.	